



MISSION COMMAND



ENABLING A CULTURE OF INNOVATION

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CREATING PARADIGMS



ESTABLISHING CONTEXT

PROMOTING CHANGE

INSTITUTIONAL / SERVICE CULTURE
AND LEADERSHIP CLIMATE THAT ENABLES
INNOVATION



MISSION COMMAND LEADERSHIP PHILOSOPHY



NATURE OF WAR

- Enduring uncertainty

HUMAN NATURE

- Constrained

WARFIGHTING PHILOSOPHY

- Tempo, maneuverist, crack enemy cohesion

NATIONAL CHARACTER

- Entrepreneurial

COMPLIMENT C2 CONCEPT

- Reciprocal relationships



MISSION COMMAND



AN ASPECT OF COMMAND AND CONTROL

C2 PROMOTES COHERENCE OF ACTION

TYPES OF C2

- Direction

- Plan

- Intent

Trust based relationships

Functional and *implicit* understanding



TENENTS OF MISSION COMMAND



1. RECIPROCAL RELATIONSHIPS
 - Implicitly collaborative
2. SWORD AND SHIELD OF COHESION
3. SENIOR LEADERSHIP TRAITS
 - *Trust Nerve Restraint*
4. ENTREPRENEURSHIP
 - Strive for advantage, actively opportunistic
5. PRINCIPLED PRAGMATISM
6. PRIMACY OF PROXIMITY
7. PROLIFERATE DECISION MAKERS
8. CHARACTER NOT METHOD



WAR



ENDURING NATURE

- Uncertain
- Violent
- Human Will
- Political

EVOLVING CHARACTER

- Dynamic and constantly changing
- Demands a relentless quest for **advantage**



QUEST FOR MILITARY ADVANTAGE



FUTURE ➞ INNOVATION

- Anticipate change

PRESENT ➞ ADAPT

- Grapple with adversary

PAST ➞ EXPERIENTIAL LEARNING

- Learning organization



INNOVATION



TO ACHIEVE ADVANTAGE

OPPORTUNITY FOR SURPRISE

PERSISTENT ADVANTAGE IS ACHIEVED BY
CREATING CONDITIONS OF ENDURING
SURPRISE

ESTABLISH A NEW PARADIGM OR CHANGE
THE CONTEXT BEFORE THE ENEMY
UNDERSTANDS OR CAN EFFECTIVELY REACT



SURPRISE: *ESSENCE OF MILITARY INNOVATION*



FOCUS INNOVATION ON ACHIEVING SURPRISE

- EFFECTS OF SURPRISE
 - Exploit

- STATE OF SURPRISE
 - Extend



MISSION COMMAND



INSTITUTIONAL AGILITY TO PROMOTE
LEARNING, ADAPTATION, AND INNOVATION

CULTURE

PROLIFERATE VICE GHETTOIZE
INNOVATION AND INNOVATORS

ETHOS

LEADERSHIP AND CHARACTER MORE
IMPORTANT THAN PROCESS